

OCTOBER 13TH – PLANVIEW DAY PARIS

The journey to create the PMO

The start of the journey

- XPO Logistics Europe is composed of +55,000 people, spread over 15 countries.
- It has 2 main European BUs: Transport and Logistics
- Infrastructure Europe has been created in 2018 as part of the company's integration effort:
 - +18,000 workstations, w/o counting others local IT devices
 - 4 main data centers
 - +713 sites in Europe
- There are four towers within XE Infrastructure: ITSM, EUC, DC and Network, PMO.
- The “Director Projects and Implementation Europe” has been created and is responsible of:
 - Project Management Office
 - Engineering and Architecture
 - Business Partnering and Implementation
- As a result, in 2020, the Project Management Office is in charge of:
 - Scheduling XE Infra budget (CAPEX/OPEX) – Strategy and Capacity management
 - Requests analysis (aka project initiation) (Budget/Schedule/Resources/Deliverables/ROI/Payback)
 - Production management – Projects management, deliverables tracking.



The challenges

- People
 - Lack of a common project management culture
 - A PMO team composed of PM with “IT technical” expertise

- Processes
 - Lack of European project management processes but local or country processes
 - Project a mis-used word and project management a mis-applied process

- Tools
 - Locally developed Time and Attendance tools
 - Various local tool to manage projects: the most famous being Excel

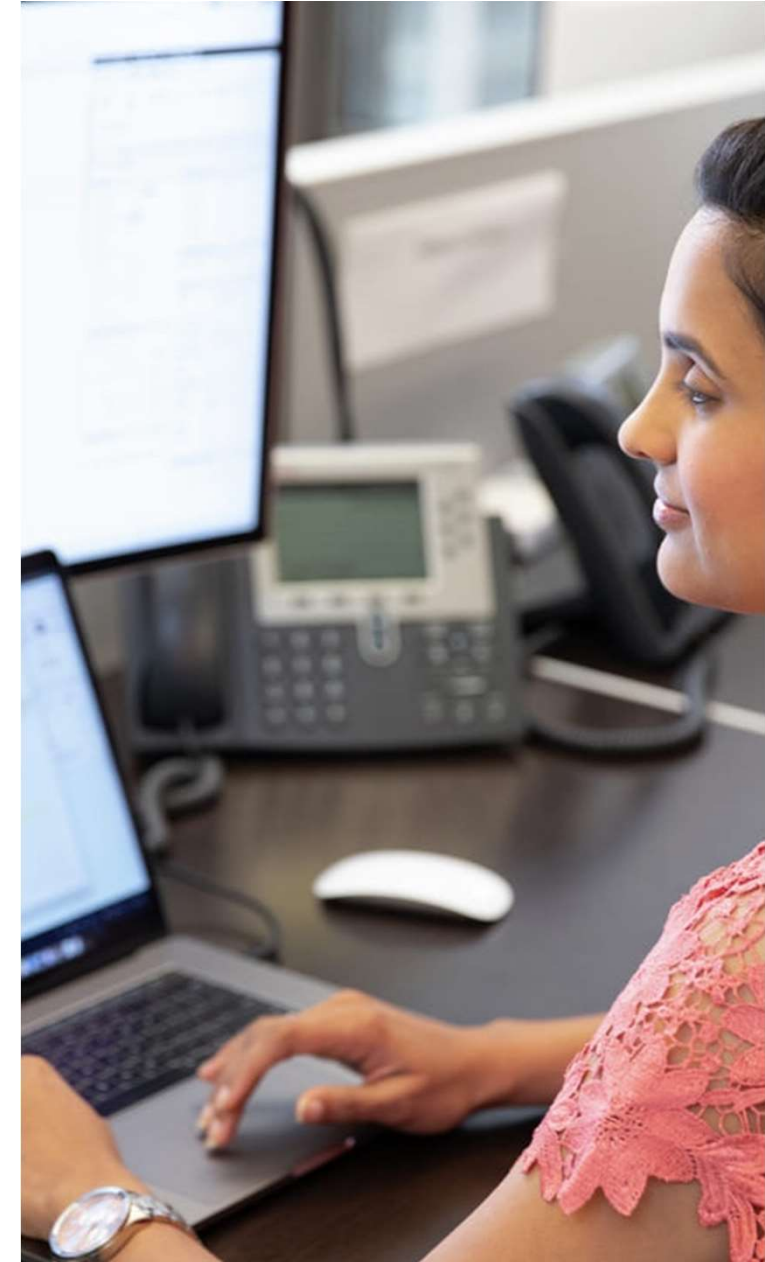


The tactic to implement the PMO

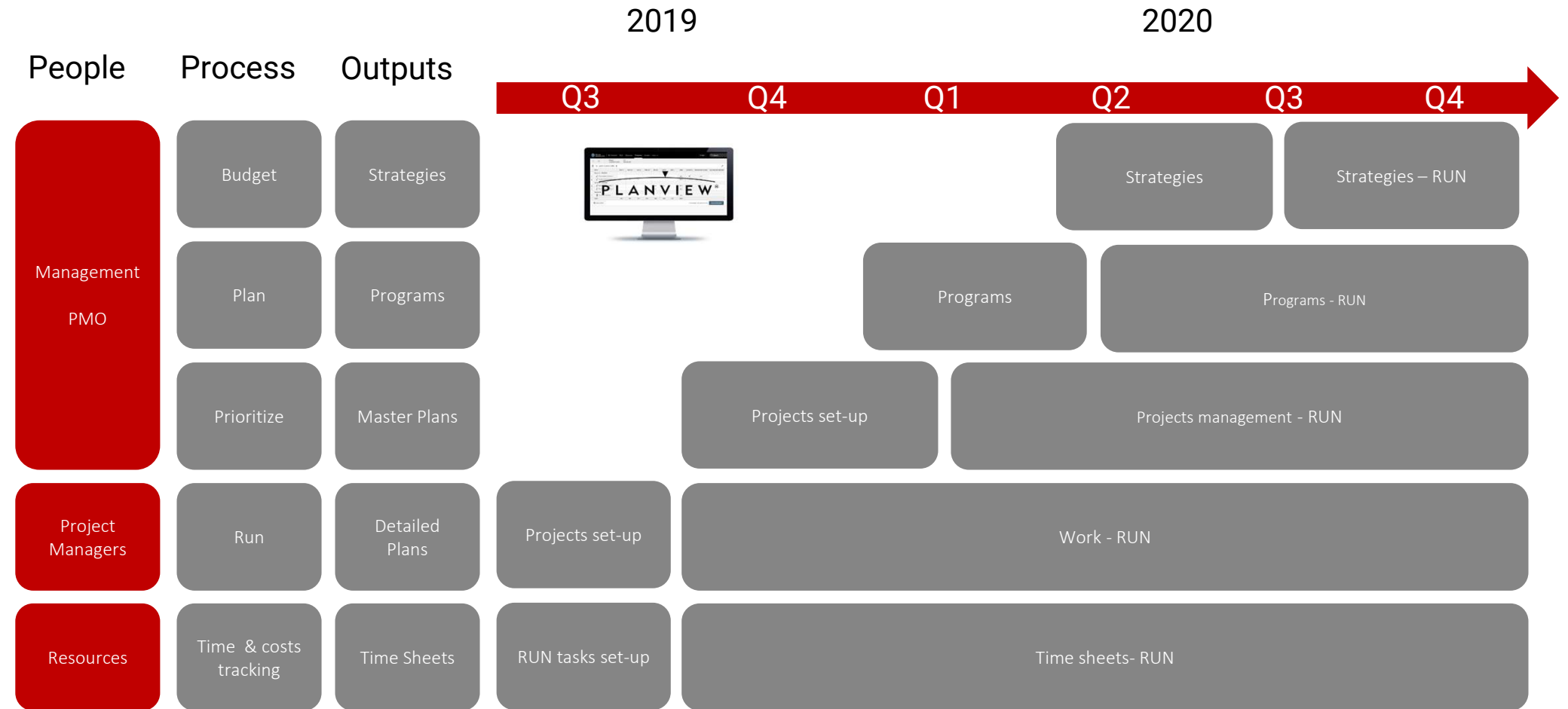
- Change management or culture improvement?
 - Change management is a top management decision
 - Culture improvement can be started within a department

- PMO Team
 - Initially a team composed of PMs with an “IT technical expertise”
 - Moving to a team of PMs with a “PM management expertise”

- PMO processes
 - The project management expertise is a back-office expertise
 - Creation of a standard request process
 - Creation of standard project management practices aka the foundation
 - Stakeholders friendly communication, such as a standard WBS:
 - X – eXpress the needs (DESIGN)
 - P – exPlore the solution (BUILD)
 - O – exPort the results (IMPLEMENT)



The plan



XPOLogistics

Let's Move the World Forward.